



COUNTY OF LOS ANGELES

CHIEF INFORMATION OFFICE

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To: William T Fujioka
Chief Executive Officer

From: Richard Sanchez
Chief Information Officer

CHIEF EXECUTIVE OFFICE INFORMATION TECHNOLOGY FUND QUARTERLY REPORT

This is the second 2011 Quarterly Report on the Information Technology projects funded by the Chief Executive Office (CEO) and monitored by the Chief Information Office (CIO).

Each month departments complete a progress report that includes total expenditures to date, current project phase, percentage completed, and targeted project completion date (See Attachment C). CIO analysts review and comment on the reports, consult with the departments, and provide a summary with a rating for the overall project health.

FINDINGS AND RECOMMENDATIONS

Four projects were completed this quarter, bringing the number of current projects to six. Of the six active projects, one is 'Off Track', three are 'At Risk', and two are 'On Track'. The CIO is working with the project teams and the CEO to develop mitigation plans to address the risks highlighted by departments.

Project Status	June 2011 Reports	March 2011 Reports
Off Track	1	0
At Risk	3	4
On Track	2	6
Completed	13	9
Cancelled	2	2

(Change in Project Status)

Following is a summary of the findings:

Completed – Four Projects

- i Auditor-Controller's Countywide Hotline Phase III Implementation is complete. The Investigation Tracking Management System was enhanced to share information and improve coordination among departments investigating the same cases. A total of 225 users from 36 departments now have access to the database of 12,229 cases, as well as a summary dashboard of open and closed cases.
- i Auditor-Controller's Information Services Delivery Project, Part A, Paystub Viewer/Optical Archive Application is complete. The online paystub viewer is now available to all departments. To date, paper paystubs for 27,564 employees have been eliminated for an annual savings of \$138,600.
- i Department of Public Social Services' DPSSMART Data Warehouse Project is complete. The new reporting system incorporates additional data and reduces the average number of hours it takes to produce reports. Furthermore, the significant effort to identify and map various data sources lead to the transfer of valuable individual institutional knowledge of business rules and processes. This will have long-term benefits for the Department.
- i Department of Public Works' Seamless Cadastral Project is complete. Individual Computer Aided Design (CAD) files were cleaned and merged into one seamless GIS landbase that will serve both the Assessor's and Public Works' business needs. The Assessor's existing data was combined with Public Works' new landbase to provide access to both sets of land record data in one landbase. Work flows to update the landbase will be performed more efficiently, and improved precision will enable users to manage County assets such as buildings, storm drains, bridges and deliver construction projects more effectively.

On Track – Two Projects

- i Child Support Services Department's (CSSD) Child Support Records Imaging Project continues to use remaining funds to image the Division III caseload. As of June 30, 2011, a total of 11,276 of the 48,712 active Division III cases have been imaged. Approximately 83% of the project funding was used to image Division IV (58,455 active cases) and Division VI (56,915 active cases) caseloads. CSSD plans to continue imaging active caseloads until the project funding is exhausted, which is targeted for October 2011.

- i Community Development Commission's (CDC) Housing Resource Center Expansion Project continues 'On Track'. The project received additional Federal stimulus and recovery funds that will expand the scope of work, and extend the project completion date from December 2011 through July 2013. This quarter CDC conducted outreach to other city agencies and departments. Major supporters and partners include the City of West Hollywood, the Corporation for Supportive Housing, and the Department of Mental Health.

At Risk – Three Projects

- i Auditor-Controller's Automated Mining Tool Project status continues 'At Risk' due to slow progress. The development of the rules for the Segregation of Duties, General Ledger, and Procure to Pay modules was delayed by staffing constraints, vendor software and data quality issues that have been resolved. Auditor-Controller expects to complete the rules this month and begin implementation next quarter.

Recommendation – Auditor Controller will complete delivery of the rules for the Segregation of Duties, General Ledger, and Procure to Pay modules by July 30, 2011. In addition, Auditor-Controller will continue to work with departments to resolve the rule violations identified to date.

- i Auditor-Controller's Information Service Delivery Project, Part B, Analytic Dashboard status is 'At Risk' because the original source code combined different technical approaches that was deemed too difficult to maintain and had to be completely rewritten.

Recommendation – Auditor-Controller to establish a new targeted completion date for September 2011 which accounts for the required rework.

- i Probation's Electronic Medical Records System (PEMRS) project is on schedule, within budget, and vendor performance remains good. However, the project status remains 'At Risk' due to the overall complexity and scope of the project which requires continued diligence managing the many technical, operational, and organizational project tasks. The system configuration, operational procedures work flow development, system testing, and training activities began this quarter and will continue through the upcoming reporting period. Although the project remains on schedule, the limited levels of staffing reported previously, will pose a greater risk to the schedule during the upcoming push to start live operations in September 2011.

Recommendation – CIO will continue to work with project manager, PEMRS Operations Committee, and Executive Committee to monitor project progress, including the schedule for starting live operations and operational use through the end of 2011.

Off Track – One Project

- i Sheriff/Fire/Probation's Automated Employee Scheduling System (AESS) project status has escalated from 'At Risk' to 'Off Track'. A total of six pilot sites were identified to participate in the project. Three pilot sites have begun using the software, and only one is operating successfully.
 - o Fire – The Lifeguard Division pilot is operating successfully. The Department is working with the system vendor to resume the Battalion 3 pilot, which is currently suspended.
 - o Probation – The Los Padrinos Juvenile Hall and Camp David Gonzalez pilots are operational. However the Department encountered efficiency issues that the software significantly increases scheduler workloads.
 - o Sheriff – The Department has decided to withdraw from the project prior to starting the pilot due to significant issues with efficiency that impact scheduler workloads.

Recommendation – CIO will work with the department project teams, as well as County Counsel and the system vendor, to review options and identify next steps. This includes review and likely revision of milestone payments for future tasks that will not be completed for the Sheriff's Department.

If you have any questions, please contact me or your staff may contact Janette Parker, Sr. Associate CIO, at jparker@cio.lacounty.gov or 213-253-5630.

RS:GM:
JP:KJ:pa

Attachments

- c: Chief Deputy, Chief Executive Officer
Deputy Chief Executive Officers

DESCRIPTION OF ATTACHMENTS

- i **Attachment A - CEO IT Fund Current Project Status**
Summary of the CIO findings of the overall status of the projects
- i **Attachment B - CEO IT Fund Progress Report Dashboard**
Summary of the Department Progress Reports
- i **Attachment C - Department Project Reports**
Monthly Department Progress Reports that detail project status as of June 30, 2011,
with CIO Summary Analysis

CEO IT FUND CURRENT PROJECT STATUS

●	On Track: Highly likely to be completed on time and within budget
●	At Risk: Anticipate challenges ahead due to issues and/or risks
●	Off Track: Action required to ensure successful completion

Dec 2010 Status	Mar 2011 Status	Jun 2011 Status	Project	Dept	Issues	Recommendation
●	●	●	Automated Mining Tool	A-C	Staffing constraints as well as vendor software and data quality issues contributed to slow progress.	A-C will complete development of the rules for the Segregation of Duties, General Ledger, and Procure to Pay modules by July 30, 2011.
●	●	●	Information Services Delivery Project Part B	A-C	Extra work needed to rewrite the original source code for the budget dashboard caused project schedule delay.	A-C will establish new completion target date of September 2011.
●	●	●	Probation Electronic Medical Record System	Probation	Implementation of project requires significant analysis, redesign, and implementation of existing clinical and operational procedures that increases the complexity of this project.	CIO will continue to work with project manager, PEMRS Operations Committee, and Executive Committee to monitor progress.
●	●	●	Automated Employee Scheduling System Pilot	Sheriff/Fire/Probation	Only one of the three active pilot sites is operating successfully due to scheduling efficiencies and system complexities. The remaining pilot sites have not commenced.	CIO will work with project teams to review alternative options and identify next steps.
●	●	●	Housing Resource Center Expansion	CDC		
●	●	●	Child Support Records Imaging	CSSD		

Completed Projects

●	●	●	Information Services Delivery Project Part A	A-C		
●	●	●	Countywide Hotline Phase III Implementation	A-C		
●	●	●	DPSSMART Data Warehousing Project	DPSS		
●	●	●	Seamless Cadastral Landbase	DPW		

**CEO IT FUND DEPARTMENT PROGRESS REPORT
DASHBOARD**

ATTACHMENT B

Project Name	Department	Amount Awarded	Amount Expended	<u>Project Phase</u> - Planning & Initiation - Contract/Purchasing - Development - Implementation	Funding Approval Date	Targeted Completion Date
Automated Mining Tool	A-C	\$600,000	\$411,665	Implementation	10/7/2008	6/30/2011
Countywide Hotline Phase III Implementation	A-C	\$325,000	\$325,000	Completed	10/7/2008	5/15/2011
Information Services Delivery Project Part A	A-C	\$403,000	\$402,252	Completed	10/7/2008	5/1/2011
Information Services Delivery Project Part B	A-C	\$297,000	\$325,000	Implementation	10/7/2008	7/1/2011
Housing Resource Center Expansion	CDC	\$739,000	\$362,110	Implementation	4/1/2008	6/30/2013
Child Support Records Imaging at 8300 S. Vermont	CSSD	\$2,000,000	\$1,809,182	Implementation	2008-09 Proposed Budget	6/30/2011
DPSSMART Data Warehousing Project	DPSS	\$2,900,000	\$2,654,043	Completed	5/13/2008	6/30/2011
Seamless Cadastral Landbase	DPW	\$2,000,000	\$2,000,000	Completed	6/23/2009	6/30/2011
Electronic Medical Record System (PEMRS)	Probation	\$4,000,000	\$2,000,000	Implementation	5/13/2008	12/1/2011
Automated Employee Scheduling System Pilot	Sheriff/Fire/Probation	\$1,000,000	\$224,175	Implementation	4/1/2008	8/31/2011
	TOTAL	\$14,264,000	\$10,513,427			

DEPARTMENT PROJECT REPORTS

CHIEF EXECUTIVE OFFICE INFORMATION TECHNOLOGY FUND STATUS REPORT

DEPARTMENT: AUDITOR-CONTROLLER	PROJECT: COUNTYWIDE HOTLINE PHASE IV (PART A&B)
CURRENT PROJECT STATUS: <input checked="" type="checkbox"/> GREEN <input type="checkbox"/> YELLOW <input type="checkbox"/> RED	DATE: June 30, 2011

PROJECT DESCRIPTION:

The project is to enhance the capabilities of the Auditor-Controller Investigation Tracking Management System (ITMS) tracking application to provide improved access to other departments in recording and monitoring the status of cases.

CIO SUMMARY:

The project is complete. The goal of this project was to assist with searching and coordination of investigation cases by different County agencies. The goal was met and the project continues to be very successful with 12,229 cases currently in the database. The users of the system are from throughout the County with 225 users from 36 departments currently active. In addition to the primary goal, a number of functional improvements were made to improve the operations and efficiency of the system including a summary dashboard of open and closed cases.

DEPARTMENT PROGRESS REPORT

CURRENT STATUS:

The following project milestones are in place to complete the project:

- i OCI and ISD successfully implemented the SQL Server 2008, on June 18, 2011. In addition, access to the Dashboard (co-developed by A-C Systems Division) allows OCI users to get summary information on open and closed cases. This feature did not incur additional charges.
- i Ad hoc and a Common Subject Search functionalities allow for more flexible searches to save and run reports.
- i New administrative interface gives client departments the ability to assign, sub-assign, and reassign new and existing cases.

PROJECT SCHEDULE & MILESTONES – Part 1	TARGET	% COMPLETE
Project Planning and Initiation (Requirements, RFP, Board Package):	4/30/2009	100%
Contract or Purchasing:	N/A	N/A
Development:	11/30/2009	100%
Implementation:	12/31/2009	100%
PROJECT SCHEDULE & MILESTONES – Part 2	TARGET	% COMPLETE
Project Planning and Initiation (Requirements, RFP, Board Package):	10/31/2010	100%
Contract or Purchasing:	N/A	N/A
Development:	4/15/2011	100%
Implementation:	6/18/2011	100%

BUDGET & RESOURCES

AMOUNT AWARDED: \$325,000	EXPENDITURES TO DATE: \$325,000
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Comments: None.

ISSUES & RISK MANAGEMENT

Constraints/Concerns: None.

TARGETED OPERATIONAL IMPROVEMENTS

Targeted Improvement	Baseline Measure
Performance Measure No. 1: Timely completion of investigations.	ITMS will notify users when their cases are due and prompt for follow up on unidentified findings.
Performance Measure No. 2: Identify fraud trends and reduce areas of risk.	ITMS ad hoc and customized reports will provide department specific or countywide incident trends.
Performance Measure No. 3: Diminish duplication of efforts.	ITMS will identify duplicate or similar incidents regarding subjects through data collaboration.

CHIEF EXECUTIVE OFFICE INFORMATION TECHNOLOGY FUND STATUS REPORT

DEPARTMENT: AUDITOR-CONTROLLER	PROJECT: A/C AUTOMATED MINING TOOL
CURRENT PROJECT STATUS: <input type="checkbox"/> GREEN <input checked="" type="checkbox"/> YELLOW <input type="checkbox"/> RED	DATE: July 2011

PROJECT DESCRIPTION: Provide automated data mining capabilities for monitoring County applications.

CIO SUMMARY:

The project status is at yellow due to slow progress. Vendor software and data quality issues, now resolved, contributed to the slow progress as well as resource constraints by the department to staff this project. The Segregation of Duties (SOD) module implementation is expected to complete in July, with 25 rules from the vendor plus an additional 11 rules created by the County. Development is completing on the Procure to Pay and General Ledger modules and they will be implemented in the 3rd quarter of 2011.

DEPARTMENT PROGRESS REPORT

CURRENT STATUS:

We believe we have identified the cause of the previously reported excessively high number of false-positives. It appears that the numerical values associated with the action codes in Advantage were mapped incorrectly to BizRights. Consequently, BizRights reported as violations user access combinations that were not violations. We are working with ISD and Approva to correct this.

We have built 7 more SOD rules, and now have completed 23 of 25 contractually obligated rules. The remaining 2 rules will be implemented by 7/15/11. We've also built 11 additional rules on our own and without the assistance of the vendor. Since we built them ourselves, there was no additional cost involved. Using the vendor's current billing rates, we saved approximately \$14,000 by building these 11 rules ourselves.

Approva has mapped the first set of 10 G/L and 10 P2P rules (20 rules total) requirements to their Common Data Model (CDM) and is working with Systems and ISD to obtain the data extracts needed to complete the building and testing of the rules. We continue pushing for a July 2011 implementation. Approva is also preparing a revised project timeline and work plan to take us through completion of the project. We are requiring Approva (and they have agreed) to submit the timeline to us by 7/12/11.

Our follow-up work with departments on their remediation efforts has been slowed due to resource constraints. As such, there is no change in our reported violations. To date, we have identified and referred to departments 1,413 preliminary SOD violations involving 997 users at 45 department codes for remediation. 157 have been corrected, of which 126 had access rights removed and 31 were deemed appropriate because the department had been granted an exception to the ICP control requirements. We will continue to work with departments to clear the remaining 1,256 violations.

We continue remediating the previously identified 1,139 users with access to VCC/VCM documents and working with eCAPS Security to identify and remove any potentially unneeded access. Our target date for completion is 7/30/11.

Our report to the Board on our findings and results is in draft form. Our target report date is 3rd Quarter 2011. We plan to report results on set intervals (e.g., quarterly or biennially).

We continue to actively stress to the vendor the need to deliver the P2P and GL rules as soon as possible. Approva is currently building the P2P and GL rules. Our target date for implementing the remaining rules is June/July 2011.

PROJECT SCHEDULE & MILESTONES	TARGET	% COMPLETE
Project Planning and Initiation (Requirements, RFP, Board Package):	6/25/09	100%
Contract or Purchasing:	10/20/09	100%

Development:	05/31/10	60%
Implementation:	7/30/11	40%
BUDGET & RESOURCES		
AMOUNT AWARDED: \$600,000	EXPENDITURES TO DATE: \$411,665	
Comments: Expenditures to date consist of: <ul style="list-style-type: none">i \$336,000 (\$280K) for software costs and first-year maintenance and support (\$56K)i \$75,665 for training (\$12K), installation of development system (\$7,508) and SOD controls design and integration (\$65,564)		
ISSUES & RISK MANAGEMENT		
Constraints/Concerns: <ul style="list-style-type: none">1. Project Team – need to adequately staff project with technical experts, subject matter experts and Audit Division resources.2. Staffing – Audit recently lost the staff responsible for remediating findings with departments.3. Excessive Volume of False-Positives – We are experiencing an excessively high number of false-positives.		
Mitigation Plans: <ul style="list-style-type: none">1. Work closely with Systems and other technical and subject matter experts. Request A-C exec. mgmt. to authorize full-time assistance.2. Audit is currently identifying additional resources to provide assistance.3. We will examine all possible factors, from rule configuration to security table data mapping in BizRights to the software itself. As indicated in the status report, we are nearing a resolution.		
TARGETED OPERATIONAL IMPROVEMENTS		
Targeted Improvement	Baseline Measure	
Performance Measure No. 1: Improved compliance with County fiscal controls	Data mining software will identify instances of non-compliance with county fiscal controls. Quantifiable baselines are being developed.	
Performance Measure No. 2: Performing complex analyses in a timelier manner	Data mining software will automatically analyze eCAPS transactions and identify and report anomalies and/or control issues. Quantifiable baselines are being developed.	
Performance Measure No. 3: Improved safeguarding of County resources	Data mining software will identify instances of non-compliance with county fiscal controls and improve controls over financial transactions. Quantifiable baselines are being developed.	

CHIEF EXECUTIVE OFFICE INFORMATION TECHNOLOGY FUND STATUS REPORT

DEPARTMENT: AUDITOR-CONTROLLER

PROJECT: INFORMATION SERVICE DELIVERY PROJECT PART A:
PAYSTUB VIEWER/OPTICAL ARCHIVE APPLICATION

CURRENT PROJECT STATUS:

☒ GREEN ☐ YELLOW ☐ RED

DATE: June 30, 2011

PROJECT DESCRIPTION:

Implement an application to improve the Countywide report distribution process, improve the ability to retrieve and view financial data, and enhance AD-HOC reporting capabilities for financial reporting.

CIO SUMMARY:

This project is complete and is a huge success. Annual savings of \$490,205 are going to be achieved by eliminating the paper paystub for 90% of employees. Currently, paper paystubs for 27,564 employees have been eliminated for annual savings of \$138,600. Online paystubs are available now to all departments and to the 63% of employees who access the Countywide Time Collection system.

In addition to the paystubs, this project also rolled out a replacement system accessing for financial reports that provides 24/7 access.

DEPARTMENT PROGRESS REPORT

Departmental and Countywide benefits from the Paystub Viewer (PSV) include:

- Increased cost savings as departments go paperless
- Substantially reduces departmental time and effort spent handling and distributing paystubs;
- Enhanced paperless "Announcements" are available online through the PSV;

PSV promotes the following Board-approved County Strategic Plan Goals:

- Service Excellence – provides a user-friendly and convenient functionality;
- Workforce Excellence – allows staff to focus on other critical functions;
- Organizational Effectiveness - significantly reduces labor intensive processes as sorting, stuffing inserts and delivery to disparate work locations;
- Fiscal Responsibility – saves on printing and paper costs; does not require special software.

ANNUAL REDUCTION OF HARDCOPY PAYSTUBS

(1) Monthly Costs For Two (2) Hardcopy Paystubs (15 th & 30 th paydays) Per Employee	(2) Months Per Year	(3) Estimated Number Of County Employees Able To Use eStub	Annual Cost Savings (1 x 2 x 3)
\$.42	12	92,222*	\$464,798.88

*This number does not include all 101,555 County employees as some employees receive live warrants, choose not to access eStub, or do not have ability to access PSV/eStub due to job assignment or other extenuating circumstances.

ANNUAL REDUCTION OF AUDITOR-CONTROLLER LABOR COSTS

Division	Tasks	Monthly Labor Costs	Annual Labor Costs (Monthly Labor Costs x 12)
Disbursements	Receiving and handling all County hardcopy paystubs	\$767.20	\$9,206.40
Shared Services	Sorting and distributing hardcopy paystubs for 10 County departments	\$1,350	\$16,200
TOTAL			\$25,406.40

TOTAL ANNUAL COST SAVINGS - \$464,798.88 + \$25,406.40 = \$490,205.2

RMS Functionality provides:

- RMS eCAPS Go Live: March 2009
- RMS eHR Go Live: April 2010
- 24/7 Access to eHR and eCAPS Reports via RMS provides a backup to existing report access methodologies.
- Enhanced versions of the ESR and Online Employee Pay Statement provide additional and new functionality and information for both Payroll Specialists and all County employees.

PROJECT SCHEDULE & MILESTONES		TARGET	% COMPLETE
Project Planning and Initiation (Requirements, RFP, Board Package):		Sept 2008	100%
Contract or Purchasing:		Dec 2008	100%
Development:		May 2010	100%
1. Development of RMS for eCAPS and eHR (Employee Sequence Register & Online Employee Pay Statement) reports.		May 2010	100%
2. Development of a browser based application linked to Time I to retrieve employee paystubs from RMS.		Dec 2010	100%
3. Announcements webpage and Announcements Manager App.		Dec 2010	90%
4. eHR software modification to stop sending file to Proforma.			
Implementation:		May 2010	100%
1. Implementation RMS for eCAPS and eHR Reports.		May 2010	100%
2. Implementation of a browser based application linked to Time I to employee paystubs from RMS for pilot departments AU and CIO.		July 2010	100%
3. Implementation to additional pilot departments such as BOS, CEO, TTC, and DHR.			
4. Add DHS employees to the Pilot.		Oct - Dec 2010	100%
5. Roll out Announcements and PSVAM (Announcements Manager App).		Mar - May 2011	100%
6. eHR software modification/patch (PAY-043a Suppress Paystubs).		May - Dec 2011	100%
7. Go Countywide.		May 2011	100%
BUDGET & RESOURCES			
AMOUNT AWARDED: \$403,000		EXPENDITURES TO DATE: \$402,252	
Comments:			
1. The cost of acquiring RMS and consulting services is \$161,631.33.			
2. The cost of upgrading Information Builders' WebFOCUS is \$155,476.13.			
3. The cost of new work order for RMS is \$21,090.			
4. The cost of the RMS server license to support the PayStub Viewer and eHR reports is \$64,054.51.			
ISSUES & RISK MANAGEMENT			
Constraints/Concerns: None.			
TARGETED OPERATIONAL IMPROVEMENTS			
Targeted Improvement	Baseline Measure		
Performance Measure No. 1: Improve the retrieval and viewing capabilities of financial data.	Provide the ability to slice and dice high volume reports by the use of key/indexed fields to allow for a smaller subset of data to be displayed. This also includes the ability to collapse similar or related information into one document for better analyzing and reconciling of information.		
Performance Measure No. 2: Improve access and timeliness of delivering all financial reports.	Generate all financial reports on a daily basis by 7AM to provide eCAPS users the current day's financial activities. In addition, increase the time eCAPS users have access to their financial reports via a report viewer which is detached from the eCAPS online application. Currently, the eCAPS online schedule is limited to 7AM to 7PM. This application will allow eCAPS users to access and view their reports beyond 7PM during eCAPS offline hours.		
Performance Measure No. 3: Provide adhoc capabilities to gain access to financial information.	Allow eCAPS users the ability to perform adhoc queries on an as-needed basis against predefined set of data and manipulation of data through data mining to transform pieces of data into meaningful information. This also allows for queries against historical data.		
Performance Measure No. 4: A. Number of departments stopped having their printed paystubs delivered. B. Reduction in the number of printed paystubs being distributed.	To date, five departments (AU, CIO, DHR, TTC, CEO) stopped the delivery of their hard-copy paystubs which counts for approximately 1700 paystubs that are no longer being distributed.		

CHIEF EXECUTIVE OFFICE INFORMATION TECHNOLOGY FUND STATUS REPORT

DEPARTMENT: AUDITOR-CONTROLLER

PROJECT: A/C INFORMATION SERVICE DELIVERY PROJECT
PART B: ANALYTIC DASHBOARDS

CURRENT PROJECT STATUS:

☐ GREEN ☒ YELLOW ☐ RED

DATE: July 2011

PROJECT DESCRIPTION:

Design, develop and implement enhanced management reporting capabilities, such as analytic dashboards, to improve the information available to decision-makers and to monitor critical County activities.

CIO SUMMARY:






Slow progress continues on the Budget dashboard. The original source code that combined a few different technical approaches was deemed too difficult to maintain. The code has now been completely rewritten in a modular and consistent approach that is maintainable. However, the rewrite created extra work to fix functionality that previously worked OK. The new target date for the Budget dashboard is September 2011. The hope is to deploy the dashboard in conjunction with the new BSR reports.

The implemented Contracts dashboard has shown significant improvement in deficiencies. Over the last year, we have seen a 50% reduction in expired contracts, 19% reduction in no date contracts, and a 14% reduction in zero dollar contracts.

DEPARTMENT PROGRESS REPORT

CURRENT STATUS:

Continue developing the Budget Expenditure (Appropriation and Expenditure) dashboard in the following areas:

-  Restructuring the main data 'HOLD' program to incorporate the Budget Fund Control (BUDFCON) table to only include Funds that belong in BUDFCON. In addition, performing a check against the Required Budget Control (REQBUD) table to determine which Funds exist to identify discrepancies between REQBUD and BQ93 budgets. Budget structure and level ID flags are also being added to the 'HOLD' file to simplify matching the budget records to the expenditures when generating the XML data grids and drilling down to the active reports.
-  Due to the changes in the main data 'HOLD' file, modifying the XML programs to utilize the budget flags and roll up the expenditures to generate the data grid for each tab. Also modifying the active report programs to filter on the expenditure records when a BQ93 flag is set to 'Yes'.
-  Continue optimizing (refactoring) the dashboard Flex source code to separate the various functions into their own commands for maintainability. In the process of optimizing/rewriting the code, numerous issues occurred such as defaulting the object category is no longer working; all values are being displayed in the Org Lvl 1 combo box instead of filtering for the selected Fund, etc. In general, filtering, cascading, and defaulting functionalities were no longer working properly.
-  Upgraded WF to version 7.7.03 to fix the issue with generating a landscaped PDF output. This version was also supposed to fix the issue with negative numbers. It was partially fixed to display as \$ -999.99 as opposed to our standard \$(999.99).
-  Met with CEO to provide an overview of the Budget Expenditure dashboard and discussed the possibility of a partnership so that their new BSR reports and the Budget Expenditure dashboard could be packaged and deployed together. Targeted implementation date for the new BSR reports is September.

PROJECT SCHEDULE & MILESTONES

TARGET

% COMPLETE

Project Planning and Initiation (Requirements, RFP, Board Package):

May 2009

100%

Contract or Purchasing:

April 2009

100%

Development:

Dashboard 1: Budget Contracts

Dashboard 2A: Budget Expenditures

May 2010

100%

July 2011

60%

Implementation: Dashboard 1: Budget Contracts Dashboard 2A: Budget Expenditures		July 2010 Sept 2011	100% 0%
BUDGET & RESOURCES			
AMOUNT AWARDED: \$297,000		EXPENDITURES TO DATE: 297,000 + 28,000 = \$325,000	
Comments: IBI consulting services for \$73,050 (\$46,500 available balance from Cognos + 28,000 leftover balance from Approva) ▪ As of June 30, total cost of this contract is \$64,162.50, 12% is remaining.			
ISSUES & RISK MANAGEMENT			
Constraints/Concerns: None.			
TARGETED OPERATIONAL IMPROVEMENTS			
Targeted Improvement		Baseline Measure	
Performance Measure No. 1: IMPROVED CONTRACT MONITORING TO DECREASE CONTRACT ERRORS.		The Contract Dashboard will provide a comprehensive view of the County's Active Contracts and measure deficiencies such as contracts that are expired, no end dates, and zero dollar Budgets. Measure of improvements: The Contract Dashboard was deployed Countywide on July 2010 where 18% of all contracts were expired. To date the average expired contracts has reduced to 15% showing an overall improvement of 17%.	

CHIEF EXECUTIVE OFFICE INFORMATION TECHNOLOGY FUND

CIO PROJECT STATUS REPORT

DEPARTMENT: COMMUNITY DEVELOPMENT COMMISSION	PROJECT: HOUSING RESOURCE CENTER EXPANSION
CURRENT PROJECT STATUS: <input checked="" type="checkbox"/> GREEN <input type="checkbox"/> YELLOW <input type="checkbox"/> RED	DATE: July 5, 2011

PROJECT DESCRIPTION:

The scope of this project includes enhancements to the existing Los Angeles County Housing Resource Center (LAC-HRC) website to increase benefits to residents and businesses that include landlords and tenants, housing locators, lending institutions, and other providers of affordable, special needs, transitional, and emergency housing. The enhanced services and information developed under this project will reduce homelessness, enhance service delivery, increase efficiencies, and affect cost savings and cost avoidance within County departments, commissions, and other agencies.

CIO SUMMARY:

The Los Angeles County Housing Resource Center (LAC-HRC) Expansion Project continues to have an overall health status of "green", meeting or exceeding targeted improvements to expand and improve accessibility to housing resources throughout the County.

From the CIO's perspective, this project is being managed very well. In addition to achieving their targeted objectives, within budget, the Community Development Commission's (CDC) outreach to other departments and city agencies has also been successful. During this last quarter, the City of West Hollywood and the Corporation for Supportive Housing were both recognized as "major supporters" of the LAC-HRC website and its services. The CDC also provided training to Mental Health staff during this last quarter.

DEPARTMENT PROGRESS REPORT

CURRENT STATUS:

The contract between CDC and Socialserve.com is actively being administered, with frequent planning discussions regarding CEO-IT Fund work items under development. There are no major issues of any kind.

The website and database project has made progress on several fronts.

The County's implementation of the Homelessness Prevention and Rapid Re-Housing (stimulus) program has met the spending requirements of the U.S. Department of Housing and Urban Development (HUD), and has been considered a successful program, in part due to the success of this website's pre-screening, marketing, mapping and information tools. Efforts are now underway to change the website tools to alert to the public to the facts regarding the program's diminishing funding availability.

The City of West Hollywood and Corporation for Supportive Housing have added their logos under the "Major Supporters" category on the "About Us" page.

The website/database crossed the 10,000 registered landlord milestone on June 26th. While some landlords occasionally drop out, the number of participating landlords generally grows at a steady rate.

In June, a training workshop on the use of the website was provided to mental health workers at the annual Housing Institute conference sponsored by the Department of Mental Health and held at the California Endowment.

New additions under an "Agency User" webpage will allow outside agencies to join a mailing list or request website training services. Additional PDFs of training material will be made available on the website. This registration system is a component of the CEO-IT Fund work plan. This feature will be launched in early July.

PROJECT SCHEDULE & MILESTONES	TARGET	% COMPLETE
Project Planning and Initiation (Requirements, RFP, Board Package):	2/5/09	100%
Contract or Purchasing:	3/30/09	100%

Development:	3/30/13	49%
Implementation:	6/30/13	42%
BUDGET & RESOURCES		
AMOUNT AWARDED: \$739,000	EXPENDITURES TO DATE: \$362,110	
<p>Comments:</p> <p>The CEO-IT funds continue to be the primary funding source for website improvements. This funding award (contract implementation) has allowed the website and database project to continue to develop and launch enhanced housing data features that are very valuable in this current economic climate and ongoing housing crisis.</p>		
ISSUES & RISK MANAGEMENT		
<p>Constraints/Concerns:</p> <p>As discussed in previous reports, the consolidation of multiple funding sources and associated contract management tasks result in a complex contract between the CDC and Socialserve.com. A discrepancy between contract authority and County Board authority for annual Homeless Prevention Initiative (HPI) funding was discovered. Fortunately, the County Board-approved annual funding authority is the higher amount.</p> <p>Mitigation Plans:</p> <p>Additional contract amendments will continue to be a regular part of this project administration, as needs dictate. The next contract amendment will include a correction to increase the total contract amount to match County Board-approved authority. These actions do not affect implementation of the CEO-IT Fund workplan.</p>		
TARGETED OPERATIONAL IMPROVEMENTS		
Targeted Improvement	Baseline Measure	
Performance Measure No. 1: Reduce average cost of marketing of County-subsidized affordable rental units.	Baseline average is \$354 per unit for projects with CDC loans. The current average marketing cost is at \$258/unit. This translates to a savings of \$115,200 after 12 months.	
Performance Measure No. 2: Increase number of available units by 15% in Year One and 10% in Year Two.	(Revised) Baseline of 2200 units. Status as of June 30, 2011 – 4107 units (87% increase).	
Performance Measure No. 3: Increase number of average monthly housing searches by 10%.	(Revised) Baseline of 136,871 monthly searches. Quarterly averages as of June 30, 2011 – 214,850 (57% increase).	

**CHIEF EXECUTIVE OFFICE
INFORMATION TECHNOLOGY FUND**

CIO PROJECT STATUS REPORT

DEPARTMENT: CHILD SUPPORT SERVICES DEPT.	PROJECT: IMAGING PROJECT—SOUTH LA/DIVISION IV
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CURRENT PROJECT STATUS:

☒ GREEN ☐ YELLOW ☐ RED

DATE: July 7, 2011

PROJECT DESCRIPTION:

Case file imaging project is an operational efficiency and budgetary savings effort. By imaging our Child Support caseload, CSSD will minimize the time, energy and cost of buying paper/folders, creating paper files, finding files, shifting files from location to location, etc. Once accomplished, CSSD should be able to redirect some of the savings in time and money to the mainstream of our operations, but that net effect will be some years down the line and will not be realized until the completion of this project.

CIO SUMMARY:

CSSD anticipates this project will come to an end October 2011, or will stop when funding runs out.

DEPARTMENT PROGRESS REPORT

CURRENT STATUS:

This project was funded in FY 2008-09 for imaging 58,455 active caseloads in Division IV. Because CSSD completed 97.4% or 56,915 caseloads in Division IV in April 2010 and there was funding \$2.68M remaining, project was rolled out to image 12,025 cases in Division VI which was 100% completed in July 2010. CSSD continues to use the carryover funding in FY 2010-11. As a result, CSSD is imaging the 48,712 active caseloads in Division III. As of June 30, 2011, 11,276 or 23.15% of Division III active caseloads have been imaged. CSSD has spent 90% of the project funding and will continue imaging cases until the funding is exhausted in October 2011 as projection.

	FEDERAL	COUNTY	TOTAL	%
FUNDING - FY 2008-09	\$3,882,000	\$2,000,000	\$5,882,000	
EXPENDITURE AS OF 06/30/11	\$3,511,941	\$1,809,182	\$5,321,123	90%
REMAINING	\$370,059	\$190,818	\$560,877	10%

PROJECT SCHEDULE & MILESTONES	TARGET	% COMPLETE
Project Planning and Initiation (Requirements, RFP, Board Package):		100%
Contract or Purchasing:		100%
Development:		100%
Implementation:	10/2011	90%

BUDGET & RESOURCES

Amount awarded: \$2,000,000

EXPENDITURES TO DATE: \$1,809,182

Comments:

The total budget amount for FY 2008-09 was \$5,882,000, which included the \$2.0M one-time only Net County Cost (NCC) plus the \$3,882,000 Federal Financial Participation (FFP) match at 66%. The Imaging Project continued in FY 2009-10 by using the \$4,230,000 unused funds (NCC \$1,438,000 + FFP \$2,792,000), which was carried over from FY 2008-09. Imaging Project continued in FY 2010-11 by using the \$2,071,000 unused funds (NCC \$704,000 + FFP \$1,367,000), which was carried over from FY 2009-10.

ISSUES & RISK MANAGEMENT

Constraints/Concerns: None.

Mitigation Plans: None.

**CHIEF EXECUTIVE OFFICE
INFORMATION TECHNOLOGY FUND**

CIO PROJECT STATUS REPORT

DEPARTMENT: PUBLIC SOCIAL SERVICES	PROJECT: DPSSMART DATA WAREHOUSE PROJECT
CURRENT PROJECT STATUS: <input checked="" type="checkbox"/> GREEN <input type="checkbox"/> YELLOW <input type="checkbox"/> RED	DATE: June 30, 2011

PROJECT DESCRIPTION:

The DPSSMART Data Warehouse utilizes Oracle for the database layer and IBM/Cognos for the presentation layer to create a data management and reporting system that is accurate, comprehensive, and timely. This replaces a legacy reporting system that is slowly breaking down with a viable system that can be maintained effectively long-term. Release 2 will incorporate additional data in the following subject areas: Welfare-to-Work, Applications, Cases and Persons, Terminations, Redetermination/Rescissions, General Relief, and Child Care.

CIO SUMMARY:

Release 2 of the DPSSMART Data Warehouse Project is now complete. Functional requirements for State reports are 95% complete and business rules validations for State reports are 75% complete. In lieu of completing the State reports as part of Release 2, IBM/Cognos built, tested and delivered four Release 3 reports. The remaining State reports will be built, tested and implemented during Release 3, which will be funded by the Department.

The business values accomplished during Release 2 of Public Social Services' DPSSMART data warehouse include a consistent data source for all departmental reports and state audits and a transition from personal institutional knowledge to documented business rules and functional specifications for all reports.

DEPARTMENT PROGRESS REPORT

CURRENT STATUS:

- i FMMs for Increments 0, 1, and 2 are complete.
- i All reports have been built and system tested.
- i 8 reports are in UAT and 67 reports in production.
- i Functional requirements for State reports are 95% complete.
- i Technical business rules validation for State reports is 75% complete.
- i Two State reports have been built by DPSS.

PROJECT SCHEDULE & MILESTONES	TARGET	% COMPLETE
Release 2 Project Planning and Initiation (Requirements, RFP, Board Package):	12/2008	100%
Release 2 Contract or Purchasing:	9/2009	100%
Release 2 Development:	05/2011	100%
Release 2 Implementation:	07/2011	100%

BUDGET & RESOURCES

AMOUNT AWARDED: \$2,900,000	EXPENDITURES TO DATE: \$2,654,043
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Comments:

- i Federal approval obtained; \$2.4 million carried over to FY 2009-10.
- i DPSS allocated \$700,000 to develop Release 2 specifications prior to development commencing.
- i Board of Supervisors approved \$2.2 million for Release 2 Development.

ISSUES & RISK MANAGEMENT

Constraints/Concerns: None.

TARGETED OPERATIONAL IMPROVEMENTS

Targeted Improvement	Baseline Measure
Performance Measure No. 1: Reduce the staffing time required to produce State and departmental statistical reports.	With the implementation of Release 1 of the DPSSMART, it takes an average of 233 hours to produce a report, which is a weighted average based on DPSSMART serving as 30% of the data source and legacy databases as 70%.

	<p>With Release 2, the goal is to reduce the average number of hours to produce a report by 30%. We have achieved the 30% reduction as we have completed the ETL to bring in the necessary data into the warehouse.</p>
<p>Performance Measure No. 2: Increase the number of statistical reports produced from DPSSMART.</p>	<p>With the implementation of Release 1, 30% of reports are produced from DPSSMART. The goal is to increase the reports produced from DPSSMART to 70% with the implementation of Release 2.</p> <p>With Increment 0 and 1 of Release 2 complete, we are now producing 60% of reports from DPSSMART. Once DPSS completes the UAT for the Increment 2 reports and the four additional IBM reports, we will be producing 70% of the reports from DPSSMART.</p>

CHIEF EXECUTIVE OFFICE
INFORMATION TECHNOLOGY FUND

CIO PROJECT STATUS REPORT

DEPARTMENT: DEPARTMENT OF PUBLIC WORKS

PROJECT: SEAMLESS CADASTRAL LANDBASE

CURRENT PROJECT STATUS:

☒ GREEN ☐ YELLOW ☐ RED

DATE: June 30, 2011

PROJECT DESCRIPTION:

The Department of Public Works' (DPW) existing Cadastral Landbase is the authoritative source of property lines, easements, city boundaries, and rights of way. The existing landbase consists of 3,500 individual "tiles" of information. The process to access and analyze these tiles is cumbersome and time consuming, and only one person can edit and view a tile at a given time.

These tiles that were created over the past thirty years will be "cleaned" and compiled into one seamless landbase as part of this project. The new seamless format will allow countywide spatial adjustments and make updating the landbase more efficient.

The Seamless Cadastral Landbase Project is a one-time project to update the technologies used to maintain the landbase from the current Computer Aided Design to Geographic Information Systems (GIS).

CIO SUMMARY:

DEPARTMENT PROGRESS REPORT

CURRENT STATUS:

- i Completed 100% of the project.
- i The Seamless Cadastral Landbase will improve collaboration and information sharing between Public Works, Assessor, and Regional Planning.

PROJECT SCHEDULE & MILESTONES	TARGET	% COMPLETE
Review Assessor's and DPW's Landbase data and workflow.	11/01/09	100%
Determine and select GIS platform and purchase software (cleaning, migration, translation, maintenance).	2/01/10	100%
Develop GPS control network plan.	5/16/10	100%
Complete migration and translation plan.	9/16/10	100%
Complete pilot area (25 tiles).	9/16/10	100%
Complete landbase conversion (3475 tiles).	5/19/11	100%
Implement new landbase maintenance workflow.	6/30/11	100%

BUDGET & RESOURCES

AMOUNT AWARDED: \$2,000,000

EXPENDITURES TO DATE: \$2,000,000

Comments: None.

ISSUES & RISK MANAGEMENT

None.

TARGETED OPERATIONAL IMPROVEMENTS	
Targeted Improvement	Baseline Measure
Performance Measure No. 1: 2.7 hours.	Landbase maintenance – 40% time reduction. (4.5 hours) (Compile, match, review, and add new subdivision).
Performance Measure No. 2: 24 hours/map sheet.	Preliminary study maps – 40% time reduction (40 hours/map sheet) (Time to create).
Performance Measure No. 3: 10 min/permit.	Real-time updated property info – 67% time reduction (30 min/permit) (Research time).

CHIEF EXECUTIVE OFFICE
INFORMATION TECHNOLOGY FUND

CIO PROJECT STATUS REPORT

DEPARTMENT: PROBATION

PROJECT: PROBATION ELECTRONIC MEDICAL RECORDS
SYSTEM (PEMRS)

CURRENT PROJECT STATUS:

☐ GREEN ☒ YELLOW ☐ RED

DATE: July 7, 2011

PROJECT DESCRIPTION:

Probation is managing the implementation of Millenium electronic health records software from Cerner Corp. to automate juvenile health care records in Probation halls and camps, in accordance with the County's agreements with the Federal Department of Justice (DOJ). Other key participants in the project are DHS and DMH as health care providers for detained minors.

CIO SUMMARY:

The PEMRS project is currently within budget. Vendor performance is good. The project is adhering to the project scope. The project has remained on schedule since the schedule was revised in April 2011. Significant activities during the current reporting period have included system configuration, development of operational procedures and associated system work flows, system testing and system training. These activities will continue during the upcoming reporting period. reviews will take place in mid-August and mid-September. The Conversion/Go Live period is scheduled to run September 19 - October 3, 2011. This represents a 6 week delay from the schedule that was adopted in 2010. During the 2 week Conversion/Go Live period approximately 20 Cerner personnel will be onsite to provide assistance.

Availability of clinical staff for project activities has been sufficient to maintain the project schedule. However, due to the limited availability of backup clinical staff, there is a potential risk of schedule slippage if for some reason not currently anticipated project clinical staff are not able to meet the project time commitments.

Implementation of an electronic medical records system involves significant analysis, redesign, and implementation of existing clinical and operational procedures to take advantage of the change from a paper-based system. An important characteristic of the PEMRS project is that three departments are responsible for providing care to the same population of minors, which increases the project complexity. A critical success factor is that all appropriate clinical and operational issues requiring decisions are identified and are resolved among the three primary departments in a timely manner. While this appears to be occurring appropriately to date and is being addressed using Cerner's methodology and the County's project governance structure, we will continue to monitor this closely. Upcoming training, testing, and change management tasks during the next several months are significant, as they would be in any project of similar scope and complexity. We will continue to work with the project manager, Operations Committee and Executive Committee to closely monitor preparation for and execution of these tasks. We will also closely monitor that associated project staffing requirements, especially for clinical personnel who have both project and clinical responsibilities, are clearly defined and that the personnel resources are available for project tasks.

The basis for the Yellow rating is the overall complexity and scope of the project, the need for continued close attention to managing the many technical, operational and organizational project tasks, and the continued need to align project staffing resources with project workloads.

DEPARTMENT PROGRESS REPORT

Current Status:

The PEMRS Project is on schedule and within budget. The project is managed to a projected go-live date of September 19, 2011 followed by intensive onsite support at all Probation halls and camps during the period through October 3. Vendor performance on the project remains good. Host technology is in place, tested, and functioning. Relevant County infrastructure is in delivery stages and will be deployed before the end of July. Project scope is adhering to contracted levels and managed effectively. The schedule is expected to remain stable. Chief Probation Officer Blevins is informed of the status and has stated that it is acceptable as long as it stays within the Department of Justice mandate and the originally published schedule of 15-18 months.

Activities during this period include the following:

- Completed two meetings of the Operations Committee
- Completed the design and build of the system

Completed the first round of integration testing

- Continued testing of PEMRS interfaces with Probation Case Management System (PCMS)
- Continued testing of laboratory interfaces
- Initiated development of final Learning and Training plans with all County partners
- Identified Departmental training staff and initiated their training in system functions
- Finalized development of detailed workflows and processes to integrate the contributions of all three agencies
- Finalized connectivity and firewall configurations at County facilities002E
- Continued work with Cerner PM and IA to monitor plan execution, manage risks, and develop design

PROJECT SCHEDULE & MILESTONES		TARGET	% COMPLETE
Project Planning and Initiation (Requirements, RFP, Board Package):		7/2009	100%
Contract or Purchasing:		06/2010	100%
Development:		09/2011	70%
Implementation:		12/2011	5%
BUDGET & RESOURCES			
AMOUNT AWARDED: \$4,000,000 (CEO IT FUND)		EXPENDITURES TO DATE: \$2,000,000 (ALL SOURCES)	
<p>Comments:</p> <p>Current total one-time funding is \$10.5 million including this grant. The funding has been allocated approximately as follows:</p> <p style="padding-left: 40px;">\$ 500,000 – Assessment (completed).</p> <p style="padding-left: 40px;">\$6,000,000 – Equipment and professional services.</p> <p style="padding-left: 40px;">\$4,000,000 – Specialized requirements attributable to interagency structure (this grant).</p> <p>Aggregate vendor expenses: \$1,450,000</p> <p>Aggregate County expenses: \$ 550,000</p>			
ISSUES & RISK MANAGEMENT			
<p>Constraints/Concerns:</p> <p>This project relies on complex interagency agreements involving both law enforcement and health care, including Probation as the lead agency responsible for the health and welfare of the youth placed in the halls and camps by the Court system, DHS and DMH as health care providers for detained youth. The current agreement among the partner agencies is robust because of the overriding Department of Justice mandates. Strong coordination among the various agencies and professional roles is required during development and deployment and ongoing over the planned seven year lifecycle of the system. Clinical operations interact at many points with Probation staff, who are responsible for managing consents for service, requests for medical care and referrals to mental health, and coordinating clinical schedules with court schedules and overall movement of minors. Many of these activities rely on paper transfers that add to the complexity and inefficiencies of interagency operations and accountability.</p> <p>There remains a significant schedule risk in that the amount of clinical staffing assigned to the PEMRS project as subject matter experts by the partner agencies is severely limited by shortages of staff to cover clinical duties in the halls and camps. The impact of this deficit is becoming clearer now that testing cycles and training programs are approaching implementation. The same individuals are assigned to development of training plans, testing activities including documentation of results and retesting of corrected functions. Project management concern is high that the likelihood of adverse schedule impacts will increase during the accelerated push to go-live. Provisions for staffing these efforts are considered inadequate and the lack of clinical backup staffing will aggravate the situation. In addition, the County needs resources to manage data entry during implementation and such new activities as clinical document classification and scanning that require skilled and trained staff. All the same pool of clinical resources is assigned to these tasks.</p>			

All of these data management activities are considered to be high risk since there is no room for error or lag time in their execution. Testing and training programs remain feasible within the new schedule but are also subject to resources risks since the same clinical teams who are now focused on managing the testing issues must also be ready for the next cycle of testing and the preparation for training. Some clinicians are subject to reassignment because they are needed in their areas of specialization or discipline in the partner agencies, and there have been no provisions for backup.

The effectiveness of the interagency governance structure in making decisions regarding interagency policy and collaboration is important considering that the health and corrections agencies are moving from a paper system to automated clinical processes and related correctional logistics. The technology development effort continues to reveal specific policies that need to be updated to support the transition to automated processes such as for example regarding interagency clinical quality improvement management, interagency control of medication administration and documentation, clinical impacts of corrections policies or activity, coordination with Court release and discharge policies, and overall scheduling practices. The Physicians' Committee and the Project Team are collaborating effectively to address and resolve these issues

Mitigation Plans:

The plan is to continue to observe and enforce the existing MOU from March 2008 and the interagency commitments described in the Board letter adopted June 1, 2010 including the Governance Structure. County staffing requirements for the project for the entire term have been funded in the Probation budget, and rely on each partner department providing backup resources for its committed clinical staff. Efforts to increase backup staffing and add additional staffing will continue. Licensed use of PEMRS will be increased to accommodate a larger number of limited Probation uses than was originally planned, in order to support efficiencies from interaction of Probation and clinical activities.

This will greatly reduce the likelihood of unresolved paper communication error in the overall system, but it is also adding to the complexity of implementation and testing during the build up to the go-live events. This change of scope will be funded through the pool funds available in the Agreement with Cerner. County and Cerner collaboration in project management has been effective, but the project also depends on several other County suppliers. To ensure public health laboratory testing it was necessary to defer implementation of the Public Health Laboratory interface and implement Quest instead. Similar risk mitigation may be necessary for the LAC-USC laboratory testing interface, which has been proceeding slowly compared to expectations. To mitigate the risks associated with clinical staffing gaps, Probation has exercised an option to have Cerner deliver the training of physicians directly (instead of to trainers). The physician role is critical, and this alternative ensures that they can be trained in small groups of peers with minimal impact on their clinical duties.

PM, CEO, and CIO are monitoring carefully to make sure that adverse impacts are minimized and will report as soon as evidence of adverse impact becomes evident. The CIO's recommendation for higher internal County dollar reserves for County staffing should be reviewed and additional interagency funding considered. The Partner Departments have identified additional resources who will participate in the testing and training efforts, and detailed plans are nearing completion. Any errors or design issues discovered during testing will be corrected in a timely manner, but at this juncture it is not known with any certainty how extensive the needs for correction may be. The first iteration of integrated testing revealed 150 issues of varying complexity, all of which will be resolved and retested before start of the second cycle of integration testing. Testing is iterative with regression steps as needed to assure orderly progress.

Probation will continue to adhere to standard project management practices based on the Project Management Body of Knowledge promulgated by the Project Management Institute and as applied by the Cerner Corporation. Alternative funding sources are under consideration for features and functional capabilities that have been deferred to optional phases for budgetary and scope management reasons. CEO and Board have been assured that the project enhances efforts at County-wide HIE strategy including LANES and the County HIE Workgroup. Probation plans to respond favorably if invited to participate in those efforts and the EMPI project, provided they do not interfere unduly with the PEMRS effort.

TARGETED OPERATIONAL IMPROVEMENTS	
Targeted Improvement	Baseline Measure
Performance Measure No. 1: Reduced Probation/Health schedule conflict.	Reduced probation/health schedule conflict.
Performance Measure No. 2: Reduced Medical Error.	Reduced medical error.
Performance Measure No. 3: Improved Continuity of Care.	Improved continuity of care.

CHIEF EXECUTIVE OFFICE
INFORMATION TECHNOLOGY FUND

CIO PROJECT STATUS REPORT

DEPARTMENT: SHERIFF/FIRE/PROBATION	PROJECT: AUTOMATED EMPLOYEE SCHEDULING SYSTEM (AESS)
CURRENT PROJECT STATUS: <input type="checkbox"/> GREEN <input type="checkbox"/> YELLOW <input checked="" type="checkbox"/> RED	DATE: July 7, 2011

PROJECT DESCRIPTION:

Sheriff, Fire, and Probation are implementing an Automated Employee Scheduling System (AESS) that will reduce the effort associated with public safety employee scheduling and also reduce overtime. This project is a Phase 1 pilot implementation at two units for each department, covering approximately 2,700 employees. Based on the results of the pilot, the Departments will decide whether to pursue full deployment for each department (Phase 2).

CIO SUMMARY:

The project is significantly behind schedule. Of 6 pilot sites, 3 are currently operational. Of those, only 1 is operating successfully - Lifeguard Division of Fire. The 2 Probation pilot sites, Camp David Gonzalez and Los Padrinos recently started reporting issues with scheduling efficiency and system complexity; in addition, both Probation sites are still running in parallel mode, utilizing the systems that AESS was designed to replace. Fire Battalion 3 suspended their pilot in early June 2011 after 1 month of parallel operations. Neither Sheriff's site (Lakewood Station and Inmate Reception Center) have started operational use.

Significant amounts of time and attention by management and project personnel from the County and from vendor PDSI have been focused on resolving the issues at the various pilot sites. Current efforts to resolve the issues include the following:

Probation - Probation project staff, management and PDSI resources are reviewing current work processes and use of existing and AESS scheduling systems to determine if schedulers can use the AESS system efficiently and end redundant parallel processing.

Fire - PDSI is working to resolve the issues with Battalion 3 that led to the suspension of the pilot. It is expected that the pilot will resume soon, although a specific schedule has not been published. Once the Battalion 3 issues are resolved, PDSI resources will then work on providing several reports needed to improve Lifeguard use of the system.

Sheriff - Another review, possibly the final one, is scheduled for the week of July 11 to determine if there is a way to make the AESS product function effectively in the Sheriff's scheduling environment. It has become clear that the design philosophy underlying the AESS product, especially regarding schedule planning and development, differs significantly from Sheriff practices and requirements.

County Counsel has been notified of the project issues and been asked to advise on options. Only \$280,000 of the contract amount of \$719,000 have been invoiced to date.

A meeting of Sheriff, Fire, Probation, CIO and County Counsel management and project personnel is currently being scheduled to review options and identify next steps.

The CIO continues to monitor project status closely and is involved in weekly, monthly and special project status meetings.

The vendor, PDSI, is aware of the critical nature of the project status. To date the relationship between the County and PDSI has been to focus on identifying and resolving project problems.

Due to the high likelihood that the pilot program will not meet its original goals, the project status has been downgraded to Red.

DEPARTMENT PROGRESS REPORT

CURRENT STATUS:

All 3 Agencies have been struggling with project execution and implementation, as a result the project is 4 months behind schedule and consuming precious resources. The commitment to the project by Fire and Probation continues to be strong; LASD commitment is fading. Of the \$719k budgeted to the project, approximately \$280k has been invoiced.

LASD - After completing the advanced configuration and applying the final configuration to a production environment, LASD has continued to identify functionality gaps and shortcomings, as well as significant performance and ease of use concerns. Specifically, LASD has the need to use a Master Schedule concept in order to achieve efficiencies with scheduling staff members. The Master Scheduling concept has been communicated to PDSI since March 2011. The Master Schedule concept is discussed in the RFP of 2009, and was a focus of the vendor demos during the RFP evaluation phase. Additionally, the business requirement of a "Pre-Planning" function was described in the RFP, to which PDSI responded with a work around solution. The work around proposed by PDSI for both the Master Schedule and Pre-Planning concepts to address the functionality gaps are simply not acceptable to LASD. After assessing the work around for over 30 days, working closely with the PDSI project team, we have recognized that our stated objective of achieving efficiencies with staff scheduling will not be met. After 3 months of working with PDSI to resolve the functional gap, LASD is strongly considering to stop participating in the pilot.

Fire Department's 2 site implementation for the pilot are Life Guards and Battalion #3; effective June 16, 2011 Fire Department has indefinitely suspended the pilot at Battalion #3 due to product quality and several missing reports needed to go live with the pilot. A meeting was held with the executive sponsors and the CEO of PDSI to resolve the issues. All the stakeholders are confident that the issues can be resolved, but the project schedule will need to be extended to accommodate several deliverables to be re-delivered. Life Guard continues to use the solution and is moving forward. Life Guard is expecting to use the application for scheduling resources for summer 2011.

Probation has completed the advance configuration, training and has successfully deployed to 2 pilot sites. After deployment and use by line staff the application is not meeting the stated objectives, which is to increase efficiencies with staff scheduling. Also, there is a need to manage part of the scheduling needs outside the PDSI application due to functionality gaps. Additionally, the staff members have struggled to use the application due to the highly complex design of the product. Project team members have identified the steep learning curve as a concern and a risk with moving forward. After several months of use, the staff is only proficient with minimal functionality. Probation has expressed that it is unlikely the application will be used once the pilot has reached a conclusion.

PROJECT SCHEDULE & MILESTONES		TARGET	% COMPLETE
Project Planning and Initiation (Requirements, RFP, Board Package):		12/15/09	100%
Contract or Purchasing:		12/16/09	100%
Development:		10/15/10	95%
Implementation:		8/31/11	20%
BUDGET & RESOURCES			
AMOUNT AWARDED: \$1,000,000		EXPENDITURES TO DATE: \$224,175.20	
Comments: None.			
ISSUES & RISK MANAGEMENT			
<p>Constraints/Concerns:</p> <p>All 3 Agencies have expressed concerns with application performance; the vendor has over 300 sites implemented and is confident that configuration and performance tuning can be addressed and resolved.</p> <p>LASD - has been fraught with the fit-gap on a few of the basic scheduling components. The PDSI project director is bringing additional seasoned experienced resources to address. Additionally, CARPing has had an impact on the project schedule with staff being redirected to other Departmental needs.</p> <p>Mitigation Plans:</p> <p>Critical LASD resources are being exempted from CARPing.</p>			

TARGETED OPERATIONAL IMPROVEMENTS	
Targeted Improvement	Baseline Measure
<p>Performance Measure No. 1: Reduce the number of person hours currently used to schedule related tasks by 10%. The following are the target number of hours for each pilot location:</p> <p>Sheriff - Lakewood Station: 47.7 hours per week. Sheriff - Inmate Reception Center: 238.5 hours per week.</p> <p>Fire - Battalion 3: 78.3 hours per week. Fire - Lifeguards: 199.8 hours per week.</p> <p>Probation - Detention Services Bureau: 18.9 hours per week. Probation - RTSB Camp: 12.6 hours per week.</p>	<p>Currently each department expends a tremendous amount of time on scheduling and scheduling related tasks. A survey was done in August 2007 and the following are estimates of the person hours used at each of the pilot locations for scheduling related tasks:</p> <p>Sherriff – Lakewood Station: 53 hours per week. Sheriff - Inmate reception center: 265 hours per week.</p> <p>Fire - Battalion 3: 87 hours per week. Fire - Lifeguards: 222 hours per week.</p> <p>Probation - Detention Services Bureau: 21 hours per week. Probation - RTSB camp: 14 hours per week.</p>
<p>Performance Measure No. 2: Reduce overtime per vacancy expenditures by 5%. The following are the targeted number of monthly overtime hours per vacancy for each pilot location:</p> <p>Sheriff - Lakewood Station: 135.71 OT hours per vacancy. Sheriff - Inmate Reception Center: 126.44 OT hours per vacancy.</p> <p>Fire - Battalion 3: 22.8 OT hours per vacancy. Fire - Lifeguards: N/A*.</p> <p>Probation - Detention Services Bureau: 66.39 OT hours per vacancy. Probation - RTSB Camp: 97.85 OT hours per vacancy.</p> <p>* Lifeguards are hired on a seasonal and part-time basis; therefore, the vacancy factor for this pilot location does not apply.</p>	<p>Currently each department must manage their budgets while operating with personnel overtime expenditures. In order to eliminate the change in vacancies at the pilot locations, the number of monthly overtime hours per vacancy was measured in December 2007. The data for each pilot location is as follows:</p> <p>Sheriff - Lakewood Station; 142.85 OT hours per vacancy. Sheriff - Inmate Reception Center: 133.10 OT hours per vacancy.</p> <p>Fire - Battalion 3: 24 OT hours per vacancy. Fire - Lifeguards: N/A*.</p> <p>Probation - detention services bureau: 69.88 OT hours per vacancy. Probation – RTSB Camp: 103 OT hours per vacancy.</p> <p>* Lifeguards are hired on a seasonal and part-time basis; therefore, the vacancy factor for this pilot location does not apply.</p>